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25X1A SUMMARY OF OUTGOING CABLES, DISPATCHES AND MEMORANDUMS

EE DIVISION, [REDACTED] - JUNE, JULY, AUGUST (THRU 25th) 1953

<u>Subject or Type of Action</u>	<u>Cables</u>	<u>Dispatches</u>	<u>Memorandums</u>	
1. Finance Matters	4	3	1	
2. Contracts (Salary)	2	0	5	
3. Home Leave	3	1	0	
4. Marriage	5	9	13	
5. [REDACTED] Re-assignment Problem	3	1	5	25X1A6a
6. Transfer Actions	1	0	0	
7. [REDACTED]	1	0	9	25X1C4a
8. Undetermined or Miscellaneous	24	3	0	
9. Theatre Clearance Approval (TCA)	19	4	0	
10. LWOP	1	4	2	
11. Clearances (Security)	13	12	2	
12. Field Procurement Matters (Personnel)	6	1	0	
13. Shipment of Personal Effects	1	0	0	
14. Routine Information	15	20	4	
15. T/O Information and Personnel Reports	6	4	9	
16. Military Personnel	8	95	39	
17. Promotion Matters	2	38	4	
18. Travel	3	8	31	
19. Legal Research and Coordination	1	2	3	

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<u>Subject or Type of Action</u>	<u>Cables</u>	<u>Dispatches</u>	<u>Memorandums</u>
20. Raft Deferment Matters	1	2	2
21. Efficiency (Evaluation) Reports	0	12	12
22. Pseudonym Information	0	6	0
23. Procurement (Personnel)	0	8	3
24. Disciplinary Action	0	1	0
25. Conversion	0	0	1
26. Re-assignment	0	0	18
27. Passport	0	0	4
28. Career Designation	0	0	2
29. Interim Activities Reports	0	0	4
30. Over Seas Separation	0	0	5
31. Detail	0	0	1
32. Personnel Actions	0	0	2
33. Personnel Files	0	0	1
34. Tour of Duty	0	0	9
35. MOS	0	0	2
36. Allowances	0	0	1
37. Classification	0	0	2
38. Separation	0	0	4
39. Cover	0	0	2
40. Training Recommendations	0	0	4
41. Transmittal of Forms	0	15	13

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(cont'd)

<u>Subject or Type of Action</u>	<u>Cables</u>	<u>Dispatches</u>	<u>Memorandum</u>
h2. Resignations		1	1
h3. Military Regulations	0	1	0
h4. Training Overseas	0	2	0
h5. RIF	<u>0</u>	<u>1</u>	<u>0</u>
TOTAL - 3 MONTHS	119	254	218
AVERAGE PER MONTH	39 1/3	84 2/3	72 2/3

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RECORDS MAINTAINED BY THE [REDACTED] EE

1. Position Inventory Record - Standard Form OF-4b, "Employee Record Card". These cards are maintained on every position and are tabbed to indicate
 - a. An employee is slotted against a position on a field T/O but physically located in headquarters.
 - b. Slot is vacant or filled.
 - c. An individual is in process for the slot but has not entered on duty.
 - d. Individual occupying slot is Civilian or Military etc.

These cards are grouped by military (alphabetical), headquarters and Field personnel (by T/O) and Dependent Contract personnel (alphabetical). All actions are posted to these cards, and a cumulative memorandum record is posted, as to action type. This memorandum record is then used to prepare a monthly statistical summary of actions processed.
2. "Wheeldex" - a card file, alphabetically arranged, containing name, personnel file number, slot number and career designation of each individual occupying an EE-T/O slot, headquarters and field. These cards are used as an index to the personnel file folders.
3. Personnel files - individual personnel file folders arranged numerically, (indexed by Wheeldex) on each individual occupying an EE-T/O slot except Commo, SR, TSS and DD/I personnel (but including Dependent Contract Employees and military personnel). The predominance of material in these individual file folders relate to finance and travel matters, covering such documents as copies of Travel Orders, Memo requests for orders, Travel Vouchers, Travel authorizations, Itineraries, Administrative Audit Deference Statements, Settlement of Outstanding Balance records, etc. Personnel documents include Personnel Data Sheets (Form 59-44) (if an individual has been promoted since February 1953), Training Requests, Letters of Instruction, EE Orientation Check Sheets and copies of miscellaneous types of correspondence, cables, dispatches pertaining to its individual concerned. These files occupy 11 file cabinets of which 1 $\frac{1}{4}$ contain records of separated personnel. These files of separated personnel are to be transferred to Personnel Office, DD/A at their convenience.
4. Military Personnel Card - A card file showing name, grade, T/O Slot, location and tour of duty information. A section of this file contains the name (only) of military personnel on other than EE T/O's but serving in EE Areas.

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5. PDC File Log - a register for recording receipt and dispatch of all official personnel files moving in and out of EE Division.
6. Dispatch file - blue abstracts of dispatches received; copy of abstract typed and attached by RI is used as a log of incoming dispatches, entries being made on such abstract slips of actions taken, such as "Forwarded to PDC" etc.
7. Cable Log - log of personnel cables received and prepared. Record is maintained on sheets headed by columns "In (out)" - Station - Subject - Date".
8. Seniority Cards - Kardex record, grouped according to grade, and arranged by date of promotion within such grades. Card shows name, Grade, EOD Agency, Date of Last Promotion.
9. Rotation Record - Wheeldex containing cards arranged by month and year in which individual is scheduled for return to the U. S. and containing the Individual's Name, Career Designation and Month and Year scheduled for Return.
10. Personnel Evaluation Suspense Record - a 3x5 card file for follow-up to insure timely completion and submission of PER's on Division employees.
11. Promotion Log - log of promotion status information showing grades promoted from and to, date request received, date action prepared, desk, AE Personnel Board Action date, Career Service Board action date, PDC Date, Effective Date, Date field notified and dispatch No.
- 25X1A 12. Chronological Files - pink copies of all personnel cables, dispatches and memoranda originating in the [REDACTED] EP.
13. Contract Agent Locator File - a 3x5 card file containing name of agent (pseudo), Type of Agent (FI, PP, PM) Project and Case Officer.
14. Dispatch Log - log of outgoing dispatches containing Dispatch Number, Date written, By Whom Written, Subject and Coordination.

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MAJOR WORK PERFORMED AND PROCEDURES OF THE CAREER SERVICE UNIT OF THE

[REDACTED]

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This unit and the functions performed therein came into existence in December 1952 with the advent of the Career Designation Project and the over-all Agency Career Service Program. Major functions of the Unit are described in chronological order.

Function 1. Career Designation Project.

Based on general Career Service criteria assigned a career designation to all EE employees, clearing with appropriate Division and Staff chiefs for confirmation and resolution of questionable cases. Advised Personnel Office, DD/A of EE's careers designation data and prepared a Wheeldex file for maintaining current career designation data (card in Wheeldex file shows name, employee file number, slot number and career designation). This function required considerable work initially but future time spent should be negligible.

Function 2. Personnel Evaluations Program.

Receives PER Record and Routing Slip from PDC showing name of employee, job title, grade, type of PER evaluation (initial or annual) and deadline for return of PER Form to Personnel Office, DD/A. Makes out two copies of the PER recording above information on the first few lines of the PER form; transmits PER forms and routing sheets to appropriate element of EE for necessary evaluation and advises supervisor as to proper interpretation of the more important headings; maintains current status of all PER Record and Routing Sheets received and maintains liaison with division operating components to expedite action and adhere to suspense dates indicated; upon receipt of accomplished forms from operating units, reviews for general adherence to guide lines and discusses extreme evaluations with appropriate supervisors attempting to obtain a standard interpretation for the major items; forwards one copy of completed form to appropriate career service board and the other to Personnel Office, DD/A. (Present work load on this function about 25-30 a month).

Function No. 3. Developing a Division program to comply with [REDACTED] concerning re-assignment of Field personnel, dated 13 March 1953.

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Briefly, this [REDACTED] directed Area Division chiefs to ensure that appropriate records regarding re-assignment data are required (effective date O/S tour starts and "due back" dates); that field stations are queried 120 days before tour is completed; that plans for re-assignment are coordinated with CSB and that such plans are submitted to CSB at least sixty days prior to individual's return to Z 1. EE has prepared a plan and sent to the field

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outlining the type of information required for this purpose and manner by which the Field should submit such data. Also developed a Wheel-dex to forecast rotation dates of O/S EE personnel. The Personnel Officer handling this function visited field to discuss and coordinate elements of plan.

Function No. 4. Servicing EE Personnel Promotion Board and performing liaison with the working level of FI, PP and PM Career Service Boards. (Also occasionally with Commo, OGI and OSI Career Service Boards).

Responsible for processing all promotion actions. Recommendation is received, logged in and sent to Records and Processing Sections for preparation of SF-52, returned to Career Service Unit EE Personnel which reviews for time in grade, general qualifications, and discusses questionable cases with appropriate desk chief; prepares Personnel Data Sheet, DD/P Form 59-44, and Memorandum comment for signature of [REDACTED] Chief and forwards to EE Personnel Board (consists of Chief and Deputy EE Chief PP&FI EE Admin Chief and Personnel Section Chief. This Board meets twice monthly). EE Personnel Board indicates its comment on Personnel Data Sheet. (Note: Only GS-6 and above go to EE Personnel Board.) Action papers then go to appropriate Career Service Board for recommendation; thence to Personnel Office, DD/A for finalization. It may be noted that the EE Personnel Board does not review all personnel actions, confining its actions in the main, to all promotion actions of GS-6 or above. It does however, review all appointments, transfers, re-assignments and separations of key personnel. Personnel/EE advises field of status of promotion requests at regular intervals and handles many actions between Career Service Boards and Personnel Office, DD/A. (Note: Usual time for promotions six months ago was four to five months - now cut to five weeks). Note: There are also Personnel Boards in the [REDACTED] Mission. All actions originating in the field come through these boards with the exception of those originating in [REDACTED] which, because of the relatively small number concerned, come in directly to EE Division.

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FUNCTIONS OF THE MILITARY PERSONNEL OFFICER

1. Determines military personnel requirements. Confers with Division officials concerning the necessity for and advisability of utilizing military personnel. Evaluates requests in terms of the DD/P military personnel utilization policy [REDACTED] which authorizes use under one or more of the following criteria:

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- a. Pure military skills are needed.
- b. Required for operational cover.
- c. Liaison with overt military units.

Prepares EE Division's military requirements accordingly and submits to MPD.

2. Reviews qualifications of military applicant referrals and selects and/or recommends for selection. Receives files of military referrals from MPD. Matches qualifications against job requirements and makes final selection of Enlisted Men. In the case of Officers, reviews files and prepares selection recommendations for interested Division Officials.
3. Maintains liaison between EE Division, field components and MPD regarding military personnel matters. Receives inquiry via cable, dispatch, memo or telecon from Headquarters or field EE officials regarding military personnel policies or questions. Prepares memo to MPD outlining problem or question and requests information on which to base a reply to basic communications (on routine questions liaison with MPD may be useless by phone or visit and not necessarily be reduced in writing in memo form.) Upon receipt of answer from MPD, examines, and may recast in the light of Division policy and prepares dispatch, cable or memo in response to original query. (This function occupies by far the greater amount of time for the EE [REDACTED] During a three month period (May, June, July 1953) 24.5% of the outgoing cables, dispatches and memos (145 of the 591 total outgoing) were on military personnel matters.
4. Advises operating components on Agency sponsored military programs e.g. Military Equivalent Service Program and OCD Program and on other phases of military personnel administration.
5. Maintains records on military personnel assigned to Division and prepares reports as required from these records.

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Comments:

After reviewing the military personnel function in EE Division, the suggestion that appears obvious is that if MPD were made the action office (preparing final action papers for release by EE Division Officials) that practically the entire job of the EE Military Personnel Officer would be eliminated. As a matter of fact, EE [REDACTED] members requested 25X1A that such a possibility be considered by the survey team. A conference was held 31 August with [REDACTED] Chief, MPD, Personnel Office, who agreed that his office would readily perform such service for EE Division and that he did not regard the additional work load to be prohibitive.

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14 September 1953

MEMORANDUM FOR: CHIEF OF ADMINISTRATION, DD/P
ATTN: [REDACTED]

SUBJECT : EE Division Concurrence in "Survey Report of the
[REDACTED]" Contained in Memorandum
for Acting Deputy Director, Administration, from
[REDACTED] Assistant Management Officer, DD/A,
dated 8 September 1953

1. With respect to the conclusions and recommendations set forth
in the subject survey, [REDACTED], Chief, EE Division [REDACTED]
[REDACTED] and I have reviewed the recommendations with [REDACTED] and with
[REDACTED], Plans, Research and Development Staff, Personnel
Office, DD/A, with the following determinations:

- a. With respect to the recommendation at paragraph 5a:
Concur, with the reservation that paragraph 4a(3)(c)
not be considered a Personnel function, but, rather,
a [REDACTED] function of the EE Division.
- b. With respect to the recommendation at paragraph 5b:
Concur fully, with your understanding that the basis
of an adequate, accurate and effective records
system is the possession of a firm Headquarters and
field T/O.
- c. With respect to the recommendation at paragraph 5c:
Concur, with the apprehension that ultimate elimina-
tion of personnel files at Division level will
seriously bottleneck Division personnel management
until such time as the Personnel Office is prepared
to render prompt delivery service on official
personnel files.
- d. With respect to the recommendations at paragraph 5d
and 5e: Concur, and having obtained your verbal

approval to/

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approval to do so, will implement this work transfer from EE Division to MPD preliminary to any overall DD/P adoption of this recommendation for all Area Divisions. Immediate implementation of this recommendation will, of course, stop short of seeking Cable Secretariat assignment of action to MPD. Cable action will be accepted and reassigned by EE to MPD.

- e. With respect to recommendation at paragraph 5f: I should like to point out that while the clerical slots mentioned are currently vacant, this has been due to the failure of Personnel Procurement Division to provide sufficient clerical personnel to the Division, sustaining the requirement for using casual personnel. The positions have been manned by casuals and the Division is convinced that any re-evaluation, after the current work load levels off, will justify the retention of these positions. No objection to the release of the military personnel officer position after proof that the new system has reduced the EE Division work load proportionately.

25X1A 2. In my opinion, the organization chart and T/O of the [REDACTED] at Tab A require certain adjustments. The Assistant Chief position should be upgraded to GS-12. I do not think that the senior records position can be effectively manned with a GS-7. The position was down-graded from GS-9 by the Classification and Wage Division. In such down-grading, I believe that the Classification and Wage Division de-emphasizes a very important function.

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3. I realize that in the time allotted to a survey of this scope, several important areas of personnel management cannot be examined. I recommend that any re-survey, on a more leisurely basis, be aimed at certain of the larger problems. For example, I believe that the EE Division has surrendered to the [REDACTED] a function which is properly that of the Headquarters Division, the DD/A support Offices and the Personnel Office. Specifically this would be the final authority for placement of field personnel. This authority should be reinvested in Headquarters; by regulation, if necessary. The responsibility now rests with the [REDACTED] because it insisted upon having such authority. On a true career management basis, however, the authority should not be left in the field, but, rather, should be incorporated as

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a responsibility of the Career Service Boards and the Headquarters offices. Whereas COMMO enjoys complete freedom in the assignment of its personnel, this is not true of the other support arms, namely, TSS, SO, CFD and Logistics. Cable (IN 17311) is a case in point. In this cable the Mission, before making a decision on a GS-7 fiscal clerk, states, "Prior to decision, desire identity and job background sketch." My point is that the Mission is not as competent, or at least it should not be as competent, as the Chief, Finance Division to judge the technical qualifications of the candidate. The same would be true of a TSS, an SO or a Logistics careerist. I believe that Finance Division is capable of making the final selection and assignment of its personnel and in managing its own rotation and career development program. I believe that the TSS Senior Staff is equally capable of assuming this responsibility. The same is true of the Security Office. As with COMMO, I believe that Finance Division, Security Office and TSS should manage their own personnel programs with a minimum of Area Division coordination. With respect to the Logistics Office, I would want to withhold judgment until the Logistics Office has gained greater experience in a world-wide personnel management program. I see no reason why that program should not eventually be on the same footing with COMMO. The reason the Logistics Office could not fully implement its program at this time is that it does not have its own career men in all of the key logistics positions in the field. I think it eventually should have its own career personnel in these positions, at which time its personnel management program could be made entirely effective at both ends of the pipeline.

4. I believe that the subject survey should have uncovered the fact that the EE Division presently is cutting all personnel actions for its overseas establishment regardless of the Headquarters echelon involved. Since this is unnecessarily burdening the Division, I believe that the new field T/O should be established as a [REDACTED] T/O with annexes for DDI, Auditor-in-Chief, SWPE, COMMO, SE and SR Divisions. At this point, I think those elements, given their own T/O numbers, should cut and process their own actions. Eventually, I think that Finance, Security, Logistics and possibly other support elements should have their positions within the [REDACTED] earmarked, and that they in turn should cut and process their personnel actions, reserving to the Area Division the actions of operations and intelligence officers, largely, together with a certain complement of secretarial and clerical personnel. I maintain that, eventually, the Personnel Office should supply all Personnel personnel in precisely the way the Finance Division now supplies Finance personnel. It follows that a Personnel Officer or Clerk, therefore, would not remain identified with any Area Division but, rather, would be absorbed and identified with the career service of the Personnel Office.

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5. A weakness of the subject survey would be its failure to have attacked the problem surrounding the time lag in the processing of personnel actions. It is my belief that these actions are requiring weeks to effectuate, whereas days should suffice. Perhaps, the swing will be projected beyond Area Division procedures and will at that time pick up these over-all deficiencies.

6. I expected the survey to determine the Time and Attendance procedures of the Division, and their effectiveness or need for reform, and the entire problem of the use or misuse of overtime employment.

7. On the whole, I think the survey is very timely, healthy, and constructive and I think that in the time allotted to the survey team, it covered considerable ground with considerable insight and good judgment. I should hope that, when all the Area Division surveys are in, your Office, in concert with the Personnel Office, will carefully weigh those recommendations which represent a majority opinion and will implement these recommendations with a suggested Area Division personnel section organization, complete with job descriptions, a set of standard procedures (in "how to do it" format), and a personnel actions flow chart encompassing the complete personnel management wheel of the CIA Headquarters and its field establishment. I believe that this result would constitute an important and helpful Staff service.

~~EE/ADMIN~~

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